



The Army Reserve: *Focus on the Future*

By Lt. Gen. James R. Helmly

In 1776 the American Army was engaged in the Revolutionary War against a major European army. We used strategy and tactics that were different from what our enemy was used to. We adapted our military force to the conditions that existed. In the following years, our revolutionary troops developed into a better organized, better trained and better equipped military force. In short, Americans adapted to face current challenges and prevailed.

Today, our nation faces a similar situation. We are engaged in a global war on terrorism, defending the cause of freedom.

Spc. Jason Ferguson (foreground) and Spc. Brannigan Carter, both members of the 414th Transportation Company, train in a live-fire convoy exercise in Kuwait.

It is a protracted, asymmetrical war, and those conditions present challenges that are entirely different from those we faced in previous conflicts. The U.S. Army is in the midst of a tremendous transformation to meet these challenges, and the Army Reserve is leading in changing its organization, training and preparation from a force in reserve to a complementary force, providing skill-rich capabilities to combatant joint forces around the globe.

Over the past decade or so, the Army Reserve's role in America's Army has evolved from being a strategic force in reserve (waiting for the "big" war), to being more of an operational force, complementing the active component and Army National Guard in virtually every mission undertaken. Our soldiers are on the ground in Iraq, Afghanistan, Kuwait and Pakistan, and they helped in recent hurricane relief efforts here at home, flying Chinook helicopters and driving trucks, transporting supplies, soldiers and flood victims.

News headlines remind us almost daily that our Army relies significantly on the reserve components. More than 143,000 Army Reserve soldiers have been mobilized since September 11, 2001; more than 40,000 Army Reserve soldiers are on active duty today.

The operational use of the Army Reserve will continue in the future. The bottom line is that mobilization is more of a continuum for the Army Reserve; in fact, it has become the norm, and we need to change how we view it—see it as an expectation of service, as active duty tours that we perform with regularity, albeit with a greater length of time between tours than between deployments for our active component soldiers. When I was sworn in as chief of the Army Reserve in May 2002, that reality made it clear to me that the Army Reserve must change, and the scope of change that was needed was immense—a total overhaul of how the Army Reserve was organized, manned, trained, equipped and resourced.

While much has changed already, systems and processes



Lt. Gen. James R. Helmly pins the Silver Star on Spc. Jeremy Church who saved several soldiers during a firefight outside Baghdad International Airport.



now in place will accelerate ongoing changes in the near future. A guiding beacon for all this change is the Army Reserve vision of "an integral component of the world's best Army, complementing the joint force with skill-rich capabilities." Several clear objectives, known as the Federal Reserve Restructuring Initiative, were set to guide our future efforts.

- Integrate more seamlessly with the active component.
- Execute a cyclical readiness management process.
- Lean out and streamline Army Reserve command and control, management and support organizations.
- Reduce force structure (but maintain end strength) to resource a trainees, transients, holdees and students account.

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A soldier of the 100th Infantry Battalion fires a mortar from a base in Iraq.

- Reinvest programmed resources to produce increased readiness.

- Modernize our manpower and personnel policies and procedures.

Two main elements giving focus and impetus to our changes over the next several years are the Army Reserve Expeditionary Force (AREF) and Base Realignment and Closure (BRAC) 2005.

AREF is a strategy for managing our force readiness in a cyclic way. We coordinated this effort with Army planners, ensuring that AREF supports the Army Force Generation

Model. As a result, AREF applies Army modular force doctrine to our programming decisions regarding training, equipping, personnel and facilities. We will manage force readiness through a progressive movement of units through a cyclic model, progressing through event-based gates, instead of the outmoded tiered resourcing against a time-phased force deployment list.

With AREF, Army Reserve units are assigned to one of 10 expeditionary force packages. The packages move through a five-year rotational cycle of readiness levels, ranging from reconstitution and reset/train to validation and employment. Each package will have a one-year availability period during which they will be on call. AREF enables us to achieve a higher level of readiness in a planned, deliberate way and provides a means to program and manage the resources required years in advance. Our resourcing strategy enables us to ensure that each of our deploying units will also have the most modern equipment available.

In 2004, we began applying AREF logic to how we were preparing and resourcing units for deployment. In 2005 about 75 percent of our mobilized units were from AREF packages 1 and 2. In 2006 and the out years, we'll have about the same percentage of mobilized units coming from AREF expeditionary force packages.

When fully implemented, the AREF strategy will add rotational depth to our force, spread the operational tempo more evenly throughout our force and add greater predictability to calls to active duty for our soldiers and families.

The Base Realignment and Closure 2005 recommendations became law on November 9, 2005, providing us an opportunity to station Army Reserve forces in the most

modern, up-to-date facilities possible and to redesign our force. Now we know not only what the Army Reserve will look like in the future, but where we will station it. BRAC is a critical element driving how we will reshape our force, enhance joint operations, improve readiness and realize significant savings.



Team leaders of the 100th Battalion, 442nd Infantry, conduct an after-action review following military operations in urban terrain training.

MSgt. Monique Ritz (right) of the 98th Training Division teaches a group of Iraqi military medics how to reinflate a lung in Taji, Iraq.



Under BRAC we will close or realign 176 Army Reserve properties and move into 125 new Armed Forces Reserve Centers (AFRCs). Some of these moves have already begun. The new AFRCs will have high-tech distance learning and video teleconferencing capabilities, fitness centers, family readiness centers and enhanced maintenance and equipment storage facilities. The Army Reserve will complete more than half of these actions by the close of 2008, and the rest by the end of 2011.

The redesign of our forces will lead to a more streamlined command, control and support structure, and we will reinvest nondeployable force structure into deploy-



Combat engineers from the 671st Engineer Company patrol the Tigris River in Baghdad.

able units. The changes will be on a scope not seen since World War II. We are going from 18 general officer table of distribution and allowance headquarters to six. We will disestablish the 10 regional readiness commands that provide command and control, training and readiness oversight to most of the Army Reserve units in their area, and in turn establish four regional readiness sustainment commands (RRSCs), that, unlike current command arrangements, will not command operational units but rather will provide garrison type support to Army Reserve units, soldiers and facilities in a defined geographical area.

The RRSCs are intended to be fully operational by the end of fiscal year 2009. For the first time, the Army Reserve will have all of its operational deployable forces commanded by operational deployable command headquar-

SSgt. Robert E. Cruz (center) and Sgt. Jose Colon (right, rear) supervise Spc. Hector Velez (far left), Spc. Antonio DeJesus and Spc. Dustin Dykes, all members of 276th Maintenance Company, as they cut a sheet of ballistic steel into parts that will be used to protect a Humvee.



ters. Some of the brigade-level units will include modular sustainment brigades, engineer, combat support, chemical, military police brigades and deployable command posts.

In 2005, we activated the Military Intelligence Readiness Command (MIRC) and the Army Reserve Medical Command (AR-MEDCOM). The MIRC is integrated with the Army Intelligence and Security Command, and the AR-MEDCOM is integrated with the Army Medical Command. The AR-MEDCOM will eventually be further converted to a medical deployment support command and will be deployable.

We have enacted several programs to ensure increased family support in the future for our soldiers. To that end, our family programs continue to mature. The Army Reserve Family Programs Advisory Council has become the Well Being Advisory Council. This new, dynamic structure supports all five Army Reserve constituent groups: soldiers, families, civilians, retirees and veterans. In addition, over the next couple of years we will convert the Army Family Team Building/Army Family Action Plan personnel from contract employees to Department of the Army civilian positions that report directly to Army Reserve fam-

\$10,000), reenlistment (up to \$15,000) and officer/warrant officer accession bonuses (up to \$6,000). We offer selected soldiers the opportunity to retrain into high-demand, critical-skill areas and receive a \$2,000 conversion bonus.

These incentives alone are not the complete answer because service to country is born of American patriotism. Today, American citizens are hearing a call to duty from our nation. A great American patriot, Thomas Paine, wrote in 1777, "Those who expect to reap the blessings of freedom, must, like men, undergo the fatigue of supporting it." That sentiment has been a cornerstone of America's values throughout our history, and I am confident American citizens will answer their nation's call to duty again in the war on terrorism.

The next four to five years will be one of the most tumultuous periods in the history of the Army Reserve. We are making core changes in how we run the business—where we are stationed (through BRAC), how we are organized, how we train and how we sustain our force. None of this will succeed to its full potential, however, without the full commitment of our leaders.

Implementing these particular changes is the hallmark of a learning organization, and only by leading and maintaining a learning organization will we be able to continue to evolve to meet the challenges of this century as they develop. Our leaders will need to be learners—innovative, not willing to settle for the status quo.

The more we can develop leaders and soldiers who are fluent in foreign cultures, who are able to speak foreign languages, who are wider based not only in the profession of arms but in the art and science of national security, including insurgencies and counterinsur-

gency, the more capable the Army Reserve will be of meeting our nation's needs into the future.

Soldiers in the Army Reserve answer our nation's call on a daily basis, serving with honor, courage and distinction, while putting their lives in harm's way. The Army Reserve soldier is the epitome of the American patriot, in the finest tradition of the citizen-soldier. We owe it to our soldiers and their families, and indeed our nation, to continue to enact deep, profound, enduring change in the Army Reserve to be continuously prepared to respond to the nation's needs.

America's Army has a history of successfully changing and adapting to meet emerging challenges, from the Revolutionary War, through the World Wars, to the present. That ability is key to our being the preeminent land force in the world today. I am confident the Army Reserve will continue to adapt to meet the challenges of the future as an integral part of the world's best Army, the U.S. Army. ★



Lt. Gen. Helmly reenlists SSgt. Darryn Dunn of the 556th Personnel Support Battalion, 25th Infantry Division, and Sgt. Joshua Nelson from the 367th Engineer Battalion, 420th Engineer Brigade, III Corps, atop Radar Hill at Forward Operating Base Salerno, Afghanistan.

ily programs directors. We are showing a commitment to families today not seen before—teen programs, marriage retreats (conducted by our chaplains) and robust child care assistance are just some of the highlights.

A recent development that enhances both manpower management and our unit personnel readiness is our trainees, transients, holding and student account (TTHS). Soldiers unready for mobilization are now accounted for in the TTHS, similar to how the active component Army manages manpower and personnel readiness.

Manning the force will be a significant challenge for the foreseeable future. We are making great strides in managing our force and easing the operational stress on our soldiers with AREF, and our retention rates indicate success. Recruiting will remain a challenge in 2006, however. Our recruiting and retention soldiers continue to aggressively manage the incentive program. There have been increases in just about every incentive, including enlistment (up to